



Green Suppliers Network

*Perspective from a Supplier participating in the
Office Furniture Industry Pilot Program*

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Green Suppliers Network



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U.S. Dept of
Commerce

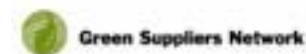
What is H&L Advantage?

- H&L Advantage is located in Grandville, Michigan
- It is a small injection molding manufacturer that supplies to the office furniture sector.
- It employs 60 people
- 40 years in the business



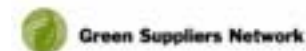
How H&L Got Involved In the Green Suppliers Network?

- Letter from OEM's supply chain department
- Webcast with EPA, our OEM, and GSN representatives
- Internal reviews whether to participate
- Formal acceptance by H&L Advantage



Who's Was Involved During Our Review?

- Supplier: H&L Advantage
- NIST MEP center: West Michigan's Manufacturing Technology Center
 - MEP center offered both the lean and environmental expertise.
 - Since the review, H&L Advantage has worked closely with the Michigan Department of Environmental Quality on implementing environmental projects (MDEQ).



GSN Lean and Clean Review

1. Scheduled on-site review, workshop, and training
2. Met to discuss which production process / product to focus on
3. Current value stream of pertinent production lines
4. Future value stream of pertinent production lines
5. Various improvements identified and highlighted
6. GSN assessment completed; report provided showing waste and cost reduction opportunities



Benchmarking to Decide Product/ Process Focus

Performance Measures

- Location:
- Products:
- Number of Employees:
- Customers:
- Facility Size:
- Equipment:
- Inventory
- Inventory Turns

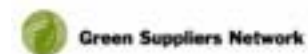
H&L's Profile

- Grandville, MI
- Injection Molding and Product Assembly
- Hourly XX
Salary XX
Total XXX
- Office Furniture Sector
- XXX Square Feet
- XX Molding Machines
XX Sonic Welders
XX Assembly stations
- \$XXXXXXX
- XX



5S Activities - The First Step Toward Implementation

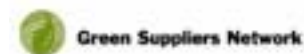
- Sort
- Set in order
- Shine
- Standardize
- Sustain



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Kaizen Training - The Second Step Toward Implementation

- Continuous improvement - eliminate waste
- Enlisted the assistance of OEM for kaizen training
- Conducted individual kaizen events for production lines
which support the selected process / product
- Instituted appropriate improvements



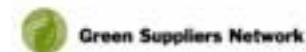
Results

- Cleaner, better organized plant
- Reduction of Work in Process
- Decreased storage requirements
- Increased manufacturing space
- Remarkable awareness of our employees' capabilities



Future Plans for Implementation

- **Expand lean manufacturing principles to entire operation**
- **Increase manufacturing capabilities**
 - Increase open space for equipment and ability to add new equipment, processes, and capacity
- **New equipment, new processes**
 - Installed new transformer to support more efficient power usage
 - Investigate more environmentally-friendly chemicals for chillers
 - Investigate new hydraulic oil recycling / reuse opportunities
 - Investigate more recycling opportunities



Green Suppliers Network Aligns With Business Goals

